



Efforts to Improve Employee Performance through Emotional Intelligence and Interpersonal Communication with Teamwork as an Intervening Variable (Study at Pt Lestari Banten Energi)

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Abstract: *The performance level of the steam power plant industry sector owned by PT Lestari Banten Energi is expected to provide the best service and quality electricity supply to PT PLN (Persero) in order to illuminate the Java, Madura, and Bali regions known as JAMALI. This study aims to test and analyze the effect of emotional intelligence and interpersonal communication on employee performance through teamwork as an intervening variable. The research methodology used in this study is descriptive with a quantitative approach with a sample of 132 people with simple random sampling through a questionnaire, then the questionnaire data was tested and analyzed using SmartPLS software version 3.29. The results of this study indicate that emotional intelligence has a positive and significant effect on employee performance, interpersonal communication has a positive and significant effect on employee performance, emotional intelligence has a positive and significant effect on teamwork, interpersonal communication has a positive and significant effect on teamwork, teamwork has an effect on employee performance, teamwork is able to mediate the relationship between emotional intelligence and employee performance through partial mediation, and teamwork is able to mediate the relationship between interpersonal communication and employee performance through partial mediation.*



Keywords: *Employee Performance, Emotional Intelligence, Interpersonal Communication, Teamwork.*

1. INTRODUCTION

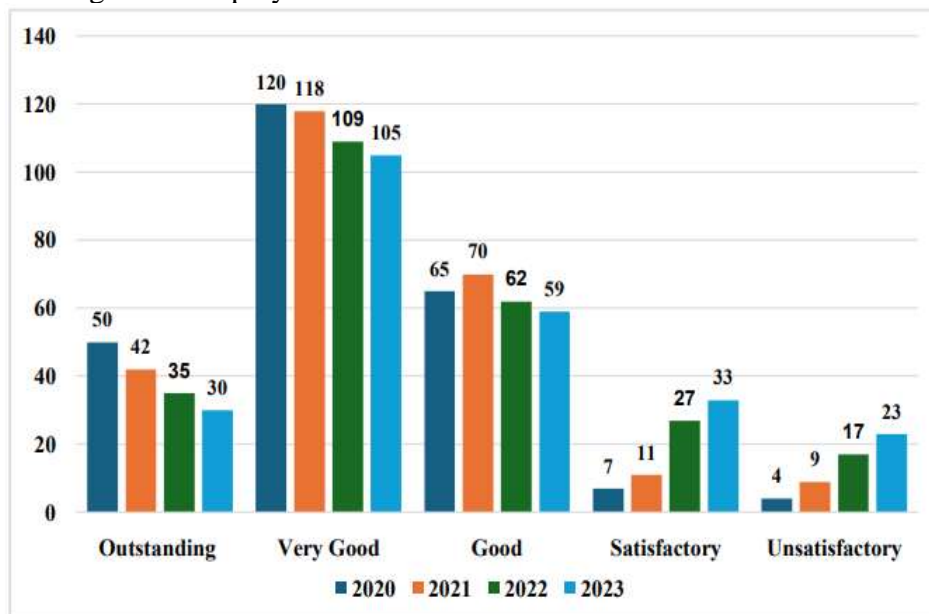
The steam power generation industry sector is an energy sector that is greatly needed by the community because electricity produced by steam power plants is a primary need for all humans. PT Lestari Banten Energi known as PT Lestari Banten Energi has been trusted by PLN (Persero) to build and operate a steam power plant with an electricity production capacity of 1x660 megawatts per day. PT Lestari Banten Energi has a vision of becoming a leading power plant and is known for its excellence as a sustainable electricity supplier for the nation. To realize this vision, PT Lestari Banten Energi always strives and focuses on meeting electricity needs by achieving a 100% availability factor for the islands of Java, Madura, and Bali known as JAMALI which is currently the main consumer segmentation without any external and internal interference. In addition, the development of human resources working at PT Lestari Banten Energi is also a major concern and concern for management by routinely creating programs and activities that can stimulate employee creativity. PT Lestari Banten Energi has also made many innovations and updates in terms of electricity production process technology that leads to green technology. The company's good image is very well maintained by the management and all employees of PT Lestari Banten Energi by establishing harmonious relationships with the community around the company and related government agencies which are also the main supporting factors for the company's success and success. The phenomenon of increasing business competition between IPP power plants in Indonesia in providing the best service and quality electricity supply to PLN (Persero) is a challenge and a very interesting thing to study because this phenomenon is closely related to administrative services, performance of steam power plant units, and employee performance and the performance of the company concerned. Execution is the level of victory or comes about of a individual in carrying out a assignment in a certain period that has different conceivable outcomes such as targets or targets that have been decided in progress and have been concurred upon along with criteria and work benchmarks (Prahawan, 2021).

Execution is the most parameter that's seen to evaluate the level of victory of a company (Diby, 2021). The critical commitment of enthusiastic intelligence to a person's execution is felt when an representative is able to distribute their stress levels within the working environment well, representatives are able to work beneath weight, and workers can adjust to assist each other when there are changes in organizational or company arrangements (Alang, 2020). Perfect execution can be upheld by the capacity to profoundly appreciate people which incorporates the capacity to rouse oneself and persevere disillusionment, control the driving constrain from inside and not confuse joy, oversee mental conditions and withstand weight so as not to paralyze the capacity to think and empathize with others (Goleman, 2023). Interpersonal communication is additionally accepted to be able to progress worker execution since the level of adequacy of interpersonal communication significantly helps companies in deciding the ultimate comes about of representative execution. The victory of

the viability of interpersonal communication is profoundly anticipated to be realized since it is exceptionally much needed within the scope of exercises of everyday life perspectives, particularly within the work environment, other than that the behavior and work morals of an representative are enormously affected by the quality of communication they have and this enormously influences their execution evaluation within the office (Vandela and Sugiarto, 2021). In line with passionate insights and interpersonal communication, there are other variables that are known to be able to move forward employee performance, specifically collaboration. Cooperation is the foremost vital thing in endeavors to progress execution quality and dodge miscommunication that can happen between workers and pioneers, where cooperation has to be prepared with angles that are balanced to the company (Priskilla and Santika, 2019).

PT Lestari Banten Energi strives to continue to exist and maintain its plant performance so that it can always compete with other IPP companies in providing the best electricity supply to PLN (Persero) in order to strengthen the amount of electricity supply in the Java, Madura, and Bali regions. The data below shows the results of the recapitulation of employee performance assessment data at PT Lestari Banten Energi during the period 2020-2023.

Figure 1. Employee Performance Assessment Period 2020–2023



Source: HR Department PT Lestari Banten Energi (2024)

From the graph above, it can be seen that there has been a decline in the performance of employees working at PT Lestari Banten Energi over the past four years, namely from 2020 to 2023.



2. RELATED WORKS

2.1 Employee Performance

Concurring to Prahawan et al. (2022), representative execution is the in general comes about or victory of a individual amid a certain period or errand, based on a comparison with foreordained work benchmarks and targets to be accomplished agreeing to common assention. Agreeing to Sangadji (2023), the definition of execution is prove of the comes about of an evaluation of the accomplishments of people or bunches of representatives in carrying out their work obligations and their commitments. Concurring to Siahaan (2019), representative execution comes full circle in work accomplishments characterized by quality, amount, time outline, teach of participation at work, and representative agreeable states of mind. Concurring to Suratni et al. (2015); Wijayanti and Sundiman (2017); Sonia (2018), Arisanti et al. (2019) that the accomplishment that's exceedingly anticipated from the work comes about of people or bunches when they have completed all their errands and duties and the accomplishment will be compared with the criteria and measures that are the benchmarks for the company's victory esteem. Concurring to Sangadji (2023) markers that can suggest representative execution incorporate quality, amount, reliability, adequacy, and freedom.

2.2 Emotional Intelligence

The extraordinary capacity to recognize, control, and oversee feelings in oneself, to be able to gotten to be a extraordinary help for oneself and others around them in arrange to attain victory is an understanding of enthusiastic intelligence (Goleman, 2023). This capacity is additionally characterized by a condition where the individual can get it and investigate the sentiments and feelings of others with a assortment of points of view. How enthusiastic insights works in impacting execution incorporates tall enthusiastic insights can offer assistance workers oversee stretch viably so that representatives stay calm beneath weight and confront challenges with a positive demeanor, passionate insights makes workers more compassionate with their colleagues so that solid working connections can make a positive and collaborative work environment. These things contribute to expanded execution, efficiency, and in general organizational victory. Concurring to Sangadji (2023), markers that can infer enthusiastic insights incorporate self-awareness, self-management, self-motivation, compassion, and social abilities. Agreeing to Goleman (2023), life lessons gotten by people all through time will gather numerous sorts of feelings that impact how they act and think when managing with circumstances and conditions. Of course, human insights in acting and considering cannot be isolated from their level of mentally in overseeing feelings which can be said to be enthusiastic insights.

2.3 Interpersonal Communication

Interpersonal communication concurring to Gustyawan et al. (2020); Pulung and Azatil (2020) may be a gather of individuals who have the same interface and objectives collaboration with each other either verbally or nonverbally, assembly each other, talking, and passing on messages straightforwardly to each other until the conclusion of the



interaction and getting a reaction or input. Ruffiah (2021) said that individuals included in interpersonal communication exercises can select the communication media and dialect they need so that their eagerness and objectives can be passed on legitimately.

Concurring to Zayani and Rozi (2022), seeing the significance of communication, so that communication gets to be something exceptionally fundamental within the travel of ordinary human life since, within the domain of interpersonal communication, there will be an arrangement of arranging, course of action, and control which are the pioneers of victory and flawlessness of a movement in case communication between all individuals included within the movement is well established concurring to (Nofia et al., 2019). But in reality, communication does not continuously run easily, in this manner there should be an agreement of perceptions so that communication runs successfully (Ghofar and Luddin, 2020).

Each organization or company is exceptionally subordinate on communication from best to foot additionally from foot to best. Top-down communication is communication from bosses to subordinates, from employees to representatives, and from approach creators to arrangement implementers, which can be exemplified by:

- a. Job Enlightening
- b. Company Individual Issues
- c. Information
- d. Feedback
- e. Ideology

Concurring to Sofyan et al. (2021), markers that can infer interpersonal communication incorporate openness, sympathy, supportiveness, inspiration, and balance.

2.4 Teamwork

Teamwork could be a condition where a work gather forms coordinate distinguishing proof, genuine cooperation and is straightforwardly associated to its work, and endeavors to join together all the finest contemplations given by the workgroup individuals in arrange to realize the targets wanted by the company (Robbins and Judge, 2022:357). Agreeing to Priskilla and Santika (2019), collaboration is additionally exceptionally critical to make strides the quality of execution and avoid strife between workers and pioneers. Coaching and preparing for the presence of collaboration in a company will of course be balanced to the conditions of the company since the presence of cooperation must give a great and effective commitment to the organization or company (Silvani and Triatmanto, 2017). Kelemba et al. (2017) expressed that collaboration can be valuable as a really fitting forum for sharing experiences and information. Usually in line with the conclusion of Adil and Hamid (2020) who said that cooperation has extraordinary potential as a put to precise the leading and most imaginative thoughts of workers. The clarification over is exceptionally supportive in clarifying why as of late numerous organizations have rebuilt their work forms into cooperation since they have tall trusts that the benefits of collaboration will empower organizations to achieve more awesome objectives that are the company's incredible trusts. There's no ensure that



cooperation will bring positive collaboration that can consequently progress execution, but the choice to make incredible collaboration can be utilized as an alternative for future arranging. The victory of a cooperation can be characterized by certain characteristics. As expressed by Robbins and Coulter (2022:564) that cooperation could be a bunch of individuals who work particularly, have clear objectives, are dependable for each other, and complement each other's skill. Concurring to Safitri et al. (2021) markers that can infer cooperation incorporate the same objectives, eagerness, clear parts and obligations, communication viability, strife determination, division of power, and the mastery of each bunch part.

3. METHODOLOGY

The strategy in a think about is exceptionally imperative to total and fathom everything that's the root of the issue within the study. So the creator must select the correct strategy so that it can be utilized to solve research issues methodically agreeing to the protest being examined, agreeing to the ultimate objective of the think about to be accomplished and pick up new knowledge that can be utilized for assist hypothesis improvement or unused approaches in significant areas. The proper strategy and strategy are continuously chosen by a analyst to be connected in his investigate in arrange to deliver substantial investigate comes about and conclusions that can be trusted so that they can be a commitment to science and utilized in different areas. The sort of investigate utilized by the creator in this ponder may be a graphic inquire about strategy with a quantitative approach. Where this investigate strategy will appear a significant relationship between the variables examined, which is able give a stronger understanding of the investigate subject. Agreeing to Purba et al. (2021) almost expressive inquire about could be a inquire about strategy that really translates precisely and accurately from total considerations almost a arrangement of occasions or approximately everything that's the question of inquire about. This investigate is based on the sort of quantitative information that includes testing hypothetical estimation factors and analyzing them utilizing factual methods and numerical investigation, through a quantitative investigate approach with a testing strategy, to be specific likelihood testing with basic irregular examining. The population that filled this study was all employees of PT Lestari Banten Energi totaling 250 people and the number of tests was decided depending on the number of variable pointers within the ponder, where the least number of tests was five times the variable pointers to be examined (Ferdinand, 2014:173). So that the minimum number of samples in this study was 132 people and a maximum of 220 people from the total employees of PT Lestari Banten Energi. The analyst collected all information from respondents employing a closed survey conveyed employing a advanced frame, to be specific Google Shape, which contained open and closed articulations. Besides, the survey information that was effectively collected was analyzed utilizing the SmartPLS 3.29 program. PLS stands for halfway slightest squares, which could be a multivariate measurable strategy that compares different free factors with numerous subordinate factors (Rokhayati, 2017).



4. RESULTS AND DISCUSSION

Hypothesis Testing

Table 1. Direct Effect Hypothesis Testing

	Variable Influence Relationship	Original Sample	T Statistics	P Values
H ₁	Emotional Intelligence → Performance	0.345	2.764	0.006
H ₂	Interpersonal Communication → Performance	0.215	2.457	0.014
H ₃	Emotional Intelligence → Teamwork	0.439	4.016	0.000
H ₄	Interpersonal Communication → Teamwork	0.419	3.642	0.000
H ₅	Teamwork → Performance	0.379	3.411	0.001

Source: SmartPLS Data Processing (2024)

The data presented in Table 1 are the results of the bootstrapping direct effect test using SmartPLS 3.2929 which obtained a p value < 0.05 and T statistic > 0.196, so the following conclusions were obtained:

- a. Hypothesis 1: Emotional intelligence has a positive and significant effect on employee performance. This means that the better the level of emotional intelligence possessed by employees, the more it will improve employee performance.
- b. Hypothesis 2: Interpersonal communication has a positive and significant effect on employee performance. This means that the better the interpersonal communication skills possessed by employees, the more it will improve their performance and the company.
- c. Hypothesis 3: Emotional intelligence has a positive and significant effect on teamwork. This means that the better the level of emotional intelligence possessed by employees, the better the teamwork in the company will be.
- d. Hypothesis 4: Interpersonal communication has a positive and significant effect on teamwork. This means that the better the interpersonal communication skills possessed by employees, the better the teamwork in the company will be.
- e. Hypothesis 5: Teamwork has a positive and significant effect on employee performance. This means that the better and more effective the teamwork formed, the more it will improve employee performance.

Table 2. Indirect Effect Hypothesis Testing

	Variable Influence Relationship	Original Sample	T Statistics	P Values
H ₆	Emotional Intelligence → Teamwork → Performance	0.166	2.274	0.023
H ₇	Interpersonal Communication → Teamwork → Performance	0.158	2.501	0.013

Source: SmartPLS Data Processing (2024)



The data presented in Table 2 are the results of the bootstrapping direct effect test using SmartPLS 3.29 which obtained a P value < 0.05 and T statistic > 0.196, so the following conclusions are obtained:

- a. Hypothesis 6 is accepted because teamwork (Z) plays a role in mediating the relationship between emotional intelligence and employee performance. This means that the higher and better the emotional intelligence possessed by employees, the more it will improve employee performance with the help of teamwork mediation.
- b. Hypothesis 7 is accepted because teamwork (Z) plays a role in mediating the relationship between interpersonal communication and employee performance. This means that the more the interpersonal communication skills possessed by employees increase, the more it will improve employee performance with the help of teamwork mediation.

5. CONCLUSION AND SUGGESTION

Based on the results of testing the hypotheses designed in this study, the following conclusions are drawn:

- a. The first hypothesis accepts and supports that emotional intelligence has a significant effect on employee performance.
- b. The second hypothesis accepts and supports that interpersonal communication has a significant effect on employee performance.
- c. The third hypothesis accepts and supports that emotional intelligence has a significant effect on teamwork.
- d. The fourth hypothesis accepts and supports that interpersonal communication has a significant effect on teamwork.
- e. The fifth hypothesis accepts and supports that teamwork has a significant effect on employee performance.
- f. The sixth hypothesis accepts and supports that teamwork plays a role in mediating the relationship between emotional intelligence and employee performance.
- g. The seventh hypothesis accepts and supports that teamwork plays a role in mediating the relationship between interpersonal communication and employee performance.

Based on the results of this study, the researcher can recommend suggestions that can be carried out by company management so that employee and company performance can be improved, including:

- a. Increasing empathy in emotional intelligence applied to other coworkers can be done by being a good and attentive listener, to being able to understand the needs and concerns of coworkers who are having problems, and providing good responses in emotional or moral support according to their needs.
- b. Increasing empathy in interpersonal communication can be shown by appreciating all information conveyed by our conversation partners until a sense of mutual respect is established and social relationships in the work environment are strengthened.



- c. Holding regular training, workshops, and seminars on interpersonal communication skills and development, including active listening, delivering messages clearly, and giving and receiving feedback.
- d. A clear division of roles and responsibilities in a teamwork also needs to be considered and carried out so that there is no overlapping of tasks and responsibilities that can interfere with improving employee performance.

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